



Office of the Dean

**San Antonio Uniformed Services  
Health Education Consortium  
San Antonio, Texas**

23 March 06

MEMORANDUM FOR COMMANDERS    WHMC/CC    BAMC/CC

FROM: OFFICE OF THE DEAN

SUBJECT: SAUSHEC GME BUDGET PRINCIPLES

1. General principles of GME budgeting in SAUSHEC programs:

a. Brooke Army Medical Center (BAMC) will pay GME expenses for Army residents and Wilford Hall Medical Center (WHMC) for Air Force residents. The Commanders of both medical centers are committed to ensuring SAUSHEC programs have the budget resources to keep the programs in substantial compliance with ACGME/RRC and DOD requirements. To this end, resources from each facility will be allocated to the common SAUSHEC budget where they will be appropriately distributed to the training programs under the supervision of the Office of the Dean, SAUSHEC.

b. SAUSHEC Program Directors, in conjunction with the Department Chair/Flight Commander, will work to ensure that all faculty and residents are practicing cost-effective medicine. This includes assisting the Commanders of both medical centers in the appropriate documentation of workload necessary for reimbursement of health care. Program Directors will teach, implement and monitor these techniques as part of their Systems Based Practice curriculum and faculty development programs.

c. All residents in combined training programs will be treated equally with respect to financial management and opportunities for training – to include educational TDYs, medical equipment and other support for GME training.

d. SAUSHEC Program Directors will develop a fiscally responsible GME budget for their training programs annually. They will prioritize their budget expenses focusing primarily on GME-essential expenses that are needed to ensure their programs meet all standards and requirements of accrediting agencies and the DOD. They will make every effort to accomplish these requirements in the most cost effective manner possible while assuring that their programs continue to meet the high GME standards expected of military training programs.

e. The TDY cost for required “training rotations” (i.e. 1-6 month rotations outside of San Antonio) will vary widely among SAUSHEC programs depending upon necessary program requirements to meet RRC case-mix and educational standards for that specialty. However, SAUSHEC will strive for relative budget equity across all combined and stand-alone programs for budget items that are considered “negotiable” such as learning aids (books, computer learning

programs, etc.), TDY for CME-type meetings, etc. To this end, a standard template for these “negotiable” items will be applied to all programs and modified only as necessary to meet the training needs of the program and with approval of the Associate Dean for GME and the Dean.

2. SAUSHEC program directors agree to the following specific budget guidelines for TDY expenses:

**a. Training Rotations**

Outside, GME-essential, training rotations will be done locally when possible and at the most cost-effective site outside of San Antonio if there is not a locally acceptable training site. DOD/VA facilities will be utilized whenever possible (either locally or for rotations outside of San Antonio) in an effort to keep costs to a minimum.

**b. Educational or Specialty meetings**

If Educational or Specialty type meetings are essential to satisfy educational requirements or to improve performance of trainees on critical GME indicators like specialty board examinations, the following guidelines will be used:

In general, interns will not receive TDY funding for any educational meetings. If necessary, residents and fellows will be TDY-funded for only one educational meeting per academic year to meet the academic/curriculum needs of the program. This should be done at local CME meetings whenever possible. The program director will determine the type of meeting that will best accomplish the required educational experience needed for their program. Residents and fellows may attend a board review course as their one TDY-funded educational meeting in a training year at the Program Director’s discretion. In general, TDY costs for required educational meetings should be less than \$2,000 per resident per meeting. Any cost exceeding \$2,000 per resident must be justified in writing to the Dean of SAUSHEC through the appropriate Associate Dean(s) well in advance of the meeting. Funding for educational meetings *will not* be approved if there is failure to comply with these guidelines.

**c. Meetings to present research**

(1) In general, residents will be funded for a meeting to present their research only once every other year during their residency (including internship for categorical programs). If this is not an RRC or DOD requirement, expenses in this category will fall into the 2<sup>nd</sup> priority tier (see 4 below). Fellows or residents in programs with specific RRC research requirements, or where special needs are present, may be funded for up to one meeting each year of their training to present their research at a national meeting to meet these requirements. This annual funding must be approved by the Associate Dean and the Dean during the budget review process. The Program Director must ensure that the same research is not utilized for or presented at multiple meetings. For a resident/fellow to present a research project, it must be their own original work or they must have contributed significantly to the project. Residents and fellows may submit their research to a meeting *only* after receiving the approval of their program director, and SAUSHEC leadership as necessary in special circumstances. Acceptance for presentation at a

meeting without pre-approval by the program director violates the SAUSHEC budget principles and does not obligate the use of SAUSHEC funds .

(2) Non-military funding, i.e. Gifts and Grants monies, may be used to send trainees to additional meetings (beyond what is outlined in 1 above) to present research if: 1) it is determined educationally appropriate by the program director; 2) all trainees in the program have an equal opportunity to receive this type funding and 3) approval is obtained from the appropriate authorities to use this type funding.

3. The expenses for the Dean's Office will be shared equally between WHMC and BAMC.

4. GME Budget Process: Each spring the Associate Deans will meet with the program directors to develop the SAUSHEC GME budget plan for the next academic year using these budget principles and the program budget financial template. Each program's GME expenses will be prioritized by the program director and the Associate Deans as follows:

a. The first priority is for GME expenses that are required for the military GME program as established by the ACGME/RRC, Specialty Boards, DOD, JCAHO, SAUSHEC, BAMC, WHMC or other governing, regulating or certifying bodies that impact military GME programs. Funding for these expenses must be supported throughout the academic year and will be given funding priority from the SAUSHEC combined budget.

b. The second priority is for important, but not specifically required, GME expenses that help ensure the program maintains its historic training excellence and long-term viability. These expenses will also be supported as much as possible, but may have to be modified from year to year depending upon the resources allocated to the SAUSHEC budget.

c. The third priority is for GME expenses that are not necessary to meet standards or maintain the historic excellence of the program, but that would dramatically improve the program if they could be executed. These expenses may be supported if possible, but may have to be supported by gifts and grant monies if the SAUSHEC budget does not possess the resources to fund them.

d. Each Program Director will be notified of his/her budget allotment for the coming academic year, following the final allocation to the SAUSHEC budget. The Program Director will be responsible for executing the training plan for that year within the budget as allocated. Any additional financial requirements must be approved through the Associate Dean and the Dean, but additional monies are not guaranteed and are subject to availability from the facility commanders.

e. Each Program Director will receive a monthly financial statement from the GME office of his/her expenditures and remaining monies. This will help the program stay on track with the utilization of funds and alert the Program Director to any potential problems.

- f. Any program request for expenditure (apart from scheduled rotations) **must** include the Program Director's signature, indicating his/her approval of the requested expense. Failure to provide such approval will result in non-approval of the funding request.
- g. The Dean's Office (through the multi-market management office) will conduct a monthly audit of the BAMC and WHMC GME financial records, which will provide an independent evaluation of the allocated GME funds to the Commanders and their resource management offices.

The GME budgeting plan will be presented annually to the Commanders and Resource Management departments of BAMC and WHMC after approval by the Dean. If unusual circumstances require modifications to the GME budget plan for any program during the academic year, the Dean and Associate Deans will work with the resource managers of BAMC and WHMC to make sure that such modifications are executed without violating the critical budget principles noted above.

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